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July 24, 2002

VIA MESSENGER

Docket Section (Docket OST-96-1960)
DEPARTMENT OF TRANSPORTATION
400 Seventh Street, S.W., Room PL-401
Washington, D.C. 20590


Mr. Erik Grosof
Office of Family Affairs
NATIONAL TRANSPORTATION SAFETY BOARD
490 L'Enfant Plaza East, SW - 6th Floor
Washington, D.C. 20594

Re: Caribbean Star Airlines, Inc.
Aviation Disaster Family Assistance Plan
Docket OST-96-1960 - 360

Dear Sir or Madam:

Caribbean Star Airlines, Inc. (CSA), which has recently been issued two Certificates of Public Convenience and Necessity by the Department of Transportation (the DOT) authorizing CSA to provide scheduled and charter air transportation of persons, property and mail within the United States and between the U.S. and points in foreign countries, hereby submits its initial Aircraft Accident Family Assistance Plan in accordance with the requirements of 49 U.S.C. 41113, as amended by the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century (P.L. 106-181, 114 Stat. 61, April 5, 2000).

Respectfully submitted,


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CARIBBEAN STAR AIRLINES, INC.



APPENDIX B

Family Assistance Plan for
Aviation Disasters

TABLE OF CONTENTS

<u>SECTION</u>	<u>TITLE</u>	<u>PAGE</u>
1.	TABLE OF CONTENTS.....	B.1.1
2.	FAMILY ASSISTANCE PLAN	B.2.1
A.	Purpose	B.2.1

Page : 6.1.2

Revision : Original

Date : 03-01-02

Emergency Response Manual



Family Assistance Plan for Aviation Disasters

Table of Contents

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Emergency Response Manual

Family Assistance Plan for Aviation Disasters

Page : B.2.1

Revision : Original

Date : 03-01-02

Family Assistance Plan

2. Family Assistance Plan

A. PURPOSE

1. Effective Date. This FAMILY ASSISTANCE PLAN FOR AVIATION DISASTERS ("Plan") is effective immediately and supersedes all previous plans and amendments thereto.
2. Implementation. This Plan shall be put into execution by the Emergency Coordinator (as defined in Section 2.4.2 B. of this Manual) of Caribbean Star Airlines, Inc. immediately upon notification of an aircraft crash or other serious accident (hereinafter referred to as "accident") involving an aircraft operated by Caribbean Star Airlines, Inc.
3. The Emergency Coordinator shall be in overall charge of execution of the Plan and shall be responsible for ensuring on a day-to-day basis that each step of the Plan is being carried out.
4. Unless and until otherwise ordered by the Emergency Coordinator, or person acting in his place, the following persons, hereinafter collectively referred to as the Family Assistance Plan Response Team, shall upon occurrence of an accident be designated, and shall begin, immediately upon notification of the accident, to perform the following functions:
 - a) The Chief Pilot shall be the On-Site Coordinator in overall charge of the accident site. Until the Chief Pilot can reach the accident site the nearest Caribbean Star Airlines Station Manager shall travel to the scene and upon arrival shall be in temporary overall charge.
 - b) The Director of Stations shall be responsible for obtaining and verifying the passenger manifest.
 - c) The Director of Sales and Marketing shall be responsible for family notification.
 - d) The Chief Financial Officer shall be responsible for making all financial arrangements necessary to effectuate the Plan.
5. Wide Area Telephone Service (toll free) number [REDACTED] has been reserved for Caribbean Star Airlines, Inc., exclusively for use by passengers, families, government agencies and members of the public making inquiries or furnishing information relevant to the Plan. This telephone number is in active service at all times and rings in Caribbean Star Airlines, Inc.'s main office at 610 SW 34th Street, Suite 303, Fort Lauderdale, FL 33315, which in most cases will probably constitute the initial Emergency Headquarters established pursuant to the Emergency Procedures Manual. As soon as appropriate facilities and personnel have been established at the accident site, the toll free number shall be transferred to such facilities. The Emergency Coordinator shall ensure that at all times there shall be sufficient incoming telephone lines and Caribbean Star Airlines, Inc. employees trained in sensitivity and in implementation of this Plan to accommodate all telephone calls expeditiously.

Emergency Response Manual



Family Assistance Plan for Aviation Disasters

Family Assistance Plan

A. PURPOSE (Continued)

6. Upon the occurrence of an accident the Emergency Coordinator shall immediately ensure that the following notifications are, or have been, made:
 - a) The National Transportation Safety Board ("NTSB") field office nearest to the accident shall be notified by the most expeditious means available.
 - b) The NTSB communications center at (██████████) shall be notified immediately and furnished with the following information:
 - (1) Place of accident, number of passengers and crew and number of survivors and fatalities if known.
 - (2) Origin, connection points and final destination of flight and whether flight was domestic or international.
 - (3) Name and telephone number of person in overall charge of the accident site.
 - (4) Name, telephone number and location of the hotel that has been designated as the joint family support operations center.
 - (5) Name and telephone number of person responsible for passenger manifest.
 - (6) Name and telephone number of person responsible for family notification.
 - (7) The toll free telephone number ██████████ dedicated exclusively to passenger, family, government and public use under this Plan.
 - c) Kenyon International Emergency Services (KIES) shall be notified at its 24 hour emergency service telephone which is ██████████ (Houston, TX). KIES is an international organization specializing in disaster response and is our first choice for effectuating the storage and return of personal effects as required by Section VIII subparagraph 16 of this Plan. KIES has other capabilities including recovery of remains and personal effects, processing remains and personal effects for disposition, identification of remains, collection, documentation and collation of ante and post mortem identification data, family assistance (including escorting relatives and providing grief/bereavement management) and many other functions and services.



Emergency Response Manual

Page : 8.2.3

Revision : Original

Date : 03-01-02

Family Assistance Plan for Aviation Disasters

Family Assistance Plan

A. PURPOSE (Continued)

7. Some or all of the following agencies and departments will be involved in the accident response:

Agency	Numbers
NTSB	
NTSB Communications Board	[REDACTED]
Emergency Coordinator Caribbean Star Airlines, Inc.	
Chief Financial Officer Caribbean Star Airlines, Inc.	
Family Assistance Services Kenyon International Emergency Services	[REDACTED]
ARC American Red Cross	[REDACTED]
DOD Department of Defense	[REDACTED]
DHHS Department of Health and Human Services	[REDACTED]
DOJ Department of Justice	[REDACTED]
DOS Department of State	[REDACTED]
FAA Federal Aviation Administration	[REDACTED]
FBI Federal Bureau of Investigation	[REDACTED]
FEMA Federal Emergency Management Agency	[REDACTED]

Emergency Response Manual



Family Assistance Plan for Aviation Disasters

Family Assistance Plan

A. PURPOSE (Continued)

8. The Family Assistance Plan Response Team, under the direction of the Emergency Coordinator, shall, at a minimum, accomplish the following as applicable to seriousness of the incident.
 - a) The Emergency Coordinator shall provide the public a reliable toll free number (800)423-8816, with sufficient telephone capacity and manned by trained staff to answer inquiries as to whether or not a family member was on the flight.
 - b) The Director of Sales & Marketing shall provide timely notification to family members of passengers which may consist of a continuous process of updates based upon passenger manifest reconciliation with boarding documents.
 - c) The Director of Stations shall provide the NTSB with the most current reconciled copy of the passenger manifest. Each copy shall be numbered or annotated so it can be distinguished from previous copies.
 - d) The Chief Financial Officer shall secure facilities at departure, arrival and connecting airports where family members may be initially gathered to protect them from unwelcome media and solicitors, as well as to receive continuous updates on the reconciliation of the passenger manifest and other information on the crash. If at a secured facility, family members and provide Information by trained personnel. If at a secure facility, family members will be notified personally and privately by trained personnel that their loved one was on the plane.
 - e) The Chief Financial Officer shall provide logistical support to support to family members that desire to travel to the accident site (or to hospital location), which included, but is not limited to, transportation, lodging, meals, security, communications, and accidentals. Factors to consider in selecting a facility are quality of room and size of facilities, privacy for family members, and relative location to medical examiner's office, temporary morgue, airport operations, crash site, NTSB investigation HQs, and medical treatment facilities.
 - f) The Director of Sales & Marketing shall inform family members (or family friends or clergy who are with the family) at the appropriate time, but as early as possible after being notified, that it is critical that they contact their family dentist to obtain the dental records and dental x-rays of their loved one. Ask the family to have the records and x-rays FEDEX to the address of the hotel where the joint family support center will be located. Packages should be addressed to the Director, Family Support Services, and NTSB. If the family is coming to the site the next day, the family may arrange to hand carry these documents. It is important to explain that dental records and x-rays are critical in the victim identification process. If the family is already at the site or arrives without making arrangements with their dentist, Disaster Mortuary (D-MORT) Team personnel will coordinate with the family's dentist to obtain dental records and x-rays.
 - g) The On-Site Coordinator and the Chief Financial Officer shall make provisions for a joint family support operations center to include space, communication and logistical support for the assisting federal staff. A sample of layout and support requirements is provided for planning purposes at Exhibit A hereto.



Emergency Response Manual

Family Assistance Plan for Aviation Disasters

Page : B.2.5
Revision : Original
Date : 03-01-02
Family Assistance Plan

A. PURPOSE (Continued)

- h) The On-Site Coordinator and the Chief Financial Officer shall make provisions for private areas within the hotel for Disaster Mortuary Team (D- MORT) team, and medical examiner personnel to collect ante mortem questionnaire information from families that are at the site. Also provide a quiet space and communications for D- MORT team and medical examiner personnel to telephonically collect ante mortem questionnaire information from families that decide to stay away from the site. Support requirements for planning purposes are at Appendix B. These facilities will also be used to inform families when positive identification has been made by the medical examiner. By having the D-MORT/medical examiner team liaison office located within the joint family support operations center and his staff in an adjoining room, transportation of the victim's remains and other logistical considerations can be better coordinated without having an airline reservations specialist at the morgue locations.
- i) The Director of Sales & Marketing shall provide the Department of State
- j) (DOS) liaison officer necessary information on foreign passengers to facilitate interaction with appropriate foreign government embassies.
- k) The Director of Sales & Marketing shall provide notification of family members prior to releasing passenger names to the public. Family members should be given appropriate time to notify other family members and friends prior to public release of the victim's name.
- l) The Director of Sales & Marketing shall provide the public with continuous updates on the progress of the notification process, such as providing the number of victims' families notified as of a certain time and the number remaining to be notified. This process will continue until all victims' families have been notified.
- m) The On-Site Coordinator shall provide a contact person trained in sensitivity and in the mechanics of this Plan to meet families as they arrive and while at the accident site. This person will be responsible for assisting the family while at the site and would normally continue to be the airline interface with the family after the family returns to their residence.
- n) The Director of Sales & Marketing shall maintain daily contact with family members that do not travel to the accident site by providing a contact person employed by Caribbean Star Airlines, Inc., and trained in sensitivity and the mechanics of this Plan. This person will maintain contact until no longer needed by the family.
- o) The Director of Sales & Marketing shall inquire at time of notification or soon after, if family members desire American Red Cross (ARC) crisis assistance or an ARC person just to talk to. If they are undecided or say no, let them know if they change their mind to inform the Director of Sales & Marketing. Pass all requests for assistance to the ARC liaison officer who will coordinate for an ARC staff member in the family members' local area to contact the family.
- p) The On-Site Coordinator shall establish a joint liaison with ARC at each supporting medical treatment facility to track the status of injured victims and to provide assistance to their families.

Emergency Response Manual



Family Assistance Plan for Aviation Disasters

Family Assistance Plan

A. PURPOSE (Continued)

- q) The On-Site Coordinator shall make arrangements for the handling of personal effects not being held as evidence for purposes of a criminal or accident investigation. Provisions must be made for unclaimed possessions to be retained for at least 18 months from the date of the crash as required by law. Outside contractors specializing in this field shall be employed for this purpose. The primary contractor for these services is hereby designated as Kenyon International Emergency Services (**KIES**) which can be contacted at its 24 hour response number [REDACTED] (Houston, TX).
- r) The On-Site Coordinator shall provide persons to assist family members as they depart the accident site and provide a contact person who will continue to be the airline interface with the family after the family returns to its residence.
- s) The Chief Financial Officer will consult with family members about any Caribbean Star Airlines, Inc. sponsored monuments including any inscriptions.
- t) The Chief Financial Officer shall reimburse the American Red Cross for services provided to the family, Caribbean Star Airlines, Inc. and supporting personnel.
- u) The Chief Financial Officer shall coordinate with the Department of Justice in arranging meetings with family members to explain their rights under the victim of crime legislation should the crash be declared a crime.
- v) Caribbean Star Airlines, Inc. shall provide the same support and treatment of families of non-revenue passengers (and any other victim of the accident) as for revenue passengers.
- w) The On-Site Coordinator shall participate in the daily coordination meetings to review daily activities, resolve problem areas, and to synchronize future family support operations and activities. Information that will be required of Caribbean Star Airlines, Inc. at these briefings will include:
 - (1) Number of families notified / number pending notification
 - (2) Number of families on site / number of families at home.
 - (3) Number of total family members at the hotel / number of families expected to arrive in the next **24** hours
 - (4) Number of families at home that have been contacted by a Caribbean Star Airlines, Inc.
 - (5) Number of families expected to depart in the next **24** hours
 - (6) International, Inc. representative within the last 24 hours
 - (7) Status of injured personnel and location of family members
 - (8) Number of Caribbean Star Airlines, Inc. personnel on site and their locations
 - (9) Remarks on daily activities
 - (10) Remarks on next 24 hours activities

NOTE: It is understood the above information is needed to plan logistical requirements, such as food, lodging and transportation as well as providing everyone with an overall picture of current and future support operations.